

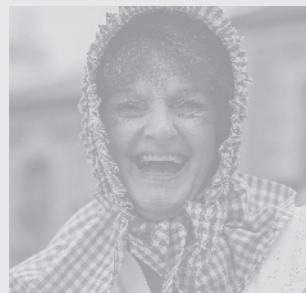


States of Jersey  **SHAPING**
OUR **FUTURE**

**Securing Jersey's future
for the next generations**
and providing outstanding
public services



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Planning Jersey's future

The world is changing and Jersey must evolve to keep up. While the Island has enjoyed great success, our future is uncertain without decisive action. We face some serious pressures, such as an ageing population, climate change and global economic uncertainty.

So, how do we ensure that Jersey continues to thrive in this new global landscape and how should we adapt to best meet the challenges and opportunities?

The Council of Ministers has developed a long term vision framework for the Island's future. Its purpose is to describe the sort of place we want Jersey to become. It defines what success looks like across a range of community, economic and environmental goals.

Being long term, it will remain beyond the political election cycle and is very much focused on providing clarity and delivering outcomes. Ultimately, it creates a shared vision of Jersey's future to guide key decisions on issues that will shape every Islander's quality of life. It matters on a personal level to all of us.

The public sector will be key to turning the vision into action, delivering services and working in partnership with other sectors to achieve a better future for Islanders. This process provides an opportunity for the organisation to demonstrate efficient, responsive and innovative performance that delivers real results for its community.

So what are the 'big picture issues' by which people judge the Island as a place to live? And what are their expectations for future progress? How can Jersey remain an attractive and successful Island in the eyes of its citizens? Let's examine how we would like Jersey to look in 20 years, and the steps of how together we might achieve it.



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What is the vision for Jersey?

Jersey is a beautiful Island, with a rich cultural history. Its Islanders enjoy a good quality of life. Residents feel safe, have access to good education and rewarding jobs, and live in a pleasant and sustainable environment. But we cannot afford to take these benefits for granted. So we need to find ways to keep what is best about Jersey, and, at the same time, develop our Island to be future ready for all those that live, work and visit here.

Sustaining and improving Jersey's position is the job of the Island's government and specifically the Council of Ministers. Their role is to act in the best interests of the citizens of Jersey, securing the Island's long term future and using public money responsibly, wisely, and effectively.

In particular, government must look ahead and recognise the challenges that might throw us off course. A key point is that these challenges are not unique to Jersey. Governments everywhere are facing up to the difficult reality that future pressures will require them to rethink what they want to achieve and how they can afford it.



No other organisation has the same capacity to deliver community, economic and environmental change in the Island as the public sector.



03.

What is the role of the public sector?

The public sector is large and complex, comprised of different departments providing services as disparate as waste management, benefit administration, planning control and environmental management. Previously, it has only been defined by what individual departments exist to do. However, the new vision will look at the collective purpose for the public sector as a whole.

The public sector plays a dual role in ensuring the Island remains successful. We assist Ministers by providing advice and support when they build the shared vision for Jersey's future and help them develop and implement the plans and strategies to get us there.

Those strategies and plans are then translated into real services, delivered by managers and staff working in front line departments. Jersey will not become a better place to live without quality necessities such as safe health care, responsive emergency services, a quality education or attractive public spaces. No other organisation has the same capacity to deliver community, economic and environmental change in the Island as the public sector.

At the same time, it is important to recognise that the public sector cannot deliver the vision alone. A shared vision for Jersey requires shared effort. The public sector, voluntary and community sector, private sector and our community as a whole need to work together to secure Jersey's future success.

04.

Breaking down the vision...

The vision framework is based around three core pillars; community, economy and environment. Encasing these three areas is the role of government.

These core themes are not separate or distinct. They should not compete but rather complement each other. A balance is required between all areas to make Jersey an attractive place to live, invest or visit.

11 key strategic goals have been defined under the core pillars, which are all vital to Jersey's future success. The goals are enduring, so won't keep changing, and are not internally focused around States of Jersey departments, but have Islanders in mind. They define what the States of Jersey should be striving towards achieving for every citizen of the Island and are expressed in terms of the personal impact on Islanders.



Community



Economy



Environment



Government



How will we deliver this vision?

The vision will describe what we want to achieve, but making it happen requires more detailed delivery strategies.

Whilst the 11 goals are newly defined, we have numerous ongoing strategies and policies that have been in place for some time and will be aligned to deliver on the new promises. The strategies express specific outcomes which we must achieve for the benefit of our citizens.

Key strategies include:

- *Housing, education and community safety strategies*
- *Environment, waste and transport strategies*
- *Health and wellbeing strategies*
- *Economic strategies*
- *And more...*

Again, these strategies are not standalone. One must complement another. Internally, they require departmental collaboration and thinking in themes, and they also need community and business partnerships to get the best results.



06. Our 11 strategic goals



Community

- Affordable Living**
We can afford a decent standard of living.
- Learn & Grow**
We are able to achieve our potential.
- Safety & Security**
We feel safe and protected at home, work and in public.
- Vibrant & Inclusive**
We live in a vibrant and inclusive community.
- Health & Wellbeing**
We live longer, healthier lives.



Economy

- Jobs & Growth**
We benefit from a strong economy and rewarding job opportunities.
- Attractive Business Environment**
We are an attractive place to do business.



Environment

- Sustainable Resources**
We use and manage our natural resources responsibly.
- Natural & Historic Environment**
We protect and enhance our natural and historic environment for future generations.
- Built Environment**
We value and enjoy Jersey's built environment.



Government

We live in a well-run Island.



How will we know that we're successful?

Each strategy breaks down into a set of key outcomes for Islanders, organised around the goals upon which they have the most important impact.

Outcomes are the things that must go well to achieve each particular goal. They give us context and specifics to strive towards.



Community

Affordable Living

Islanders can independently sustain a decent standard of living
Islanders who need help are supported and protected

Learn & Grow

Jersey's children have the best start in life
Islanders lead fulfilling lives outside work

Safety & Security

People and property are protected against crime and disorder
People, property and the environment are protected against fire
People's health and safety are protected in the workplace
Road users are safe from the risk of harm
Jersey is ready to respond effectively to emergencies

Vibrant & Inclusive

A welcoming community that cares and looks after each other
Sport is an important and valued part of Island life
Arts, heritage and culture are an important, valued part of Island life

Health & Wellbeing

Illness and injury are reduced
Sick and injured people receive quality treatment and care
The effects of illness/disability and injury are minimised

Economic

Jobs & Growth

Higher value added business activity across all sectors
Islanders can access rewarding employment opportunities

Attractive Business Environment

A skilled workforce aligned to the needs of businesses
A digitally connected and skilled Island
Jersey is open to enterprise, inward investment and competition
Innovation is supported and encouraged across all sectors
Jersey has competitive and stable personal and corporate tax rates
Jersey benefits from stable, low rates of inflation

Environment

Sustainable Resources

Our air is healthy to breathe
Jersey's fresh water resources are clean and sustainable
Jersey has secure, affordable and sustainable energy
Jersey's waste is managed appropriately
Jersey is managing the threats posed by climate change

Natural & Historic Environment

Jersey's countryside and coast are protected and enhanced
Jersey's marine environment is protected and enhanced
Healthy ecosystems that support biodiversity are sustained
Jersey's historic environment is valued and protected

Built Environment

St Helier is a vibrant capital that people want to use, visit, invest and live in
Jersey's built environment provides quality homes and neighbourhoods
Jersey's internal transport system is efficient and sustainable

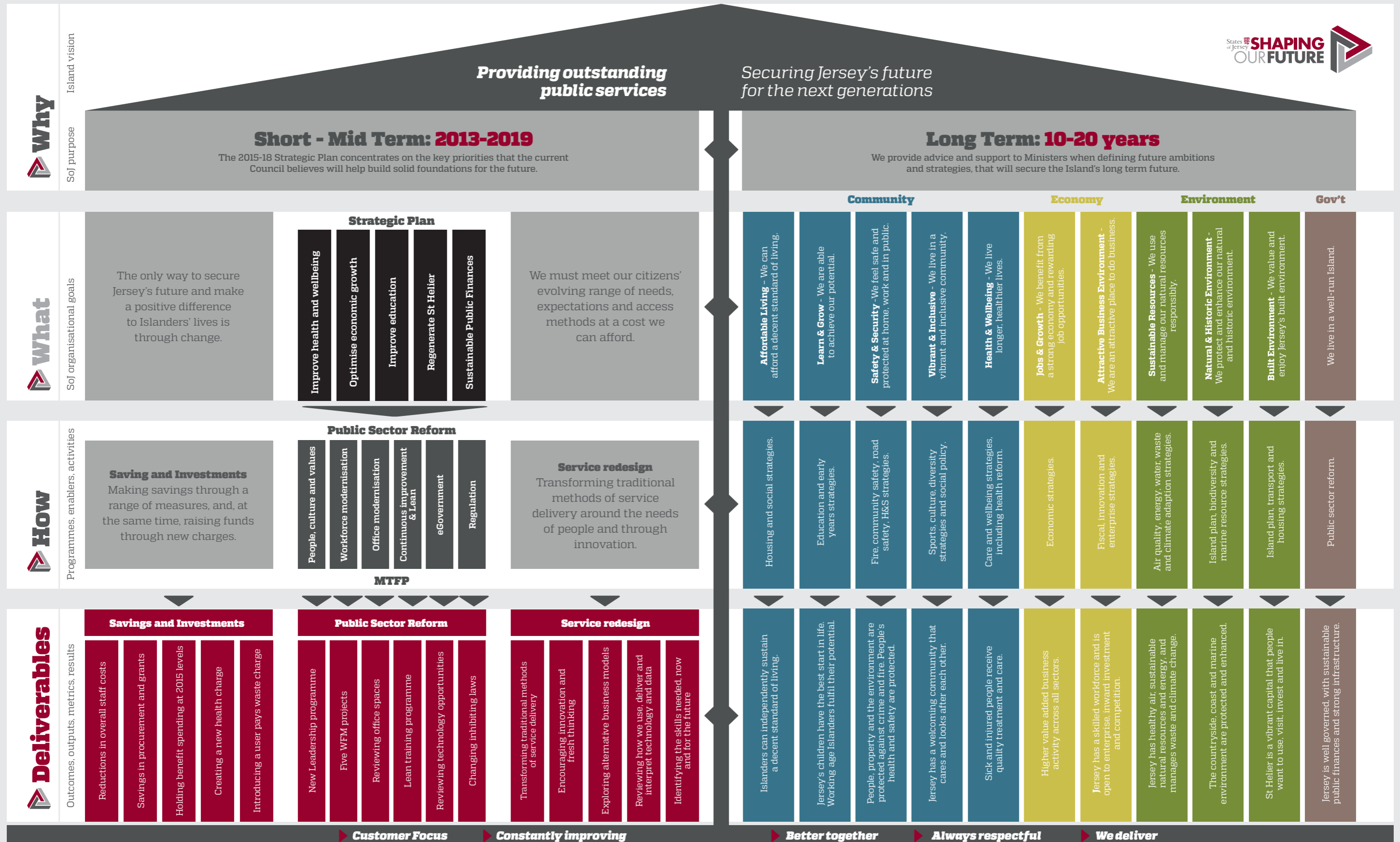
Government

Jersey has resilient and sustainable public finances
Jersey's public services are valued and responsive to Islanders' needs
Jersey has strong, well-maintained infrastructure
Jersey is a responsible jurisdiction committed to international standards
Legislation is high quality, effective and responsive to the Island's needs
An Island of civically active and involved citizens



The Strategy House

So where do we start? How do we turn a big vision and strategies into an immediate and workable plan? This is where the shorter term Strategic Plan produced by each successive Council of Ministers for its term of office comes in to play.



Turning the long term vision to shorter term plans...



Before we look at the current Strategic Plan in detail, first let's examine the emerging challenges and opportunities faced by our Island and their potential implications.



Long term challenges

It is important to remember that in the Strategic Plan, Ministers are not simply responding to a short term downturn in government income. Rather, Jersey is facing looming changes to the social, economic and environmental conditions to which we have become accustomed.

- Our ageing population will have a significant impact in the coming decades. By 2035, there will be 70% more people over the age of 65 in Jersey than there are today. This will lead to increased spending on health, pensions and social care.
- The effects of climate change will have incremental but profound implications for the Island's infrastructure and services. Jersey will need to invest in climate adaptation measures, such as sea defences and storm water drainage, to manage changing conditions.
- It's not only the structure of our society that is changing. The world is also evolving in terms of the expectations of our citizens and their range of needs. Technology is creating opportunities to make communication easier and driving change in how we make our services available, and we must keep up with public demands. However, whilst we must evolve with the developing digital age, we must not at the same time exclude those members of our Island who will still need traditional access methods.



With challenges come opportunities

Jersey has some big questions to consider as we plan for the future in a changing world:

- How do we best use our advantage of being small, contained and agile to adapt, evolve and stay ahead?
- How do we leverage the success we've worked so hard to achieve to keep Jersey competitive?

These opportunities will not be best fulfilled purely by the public sector. We need to adopt new ways of working with partners and the public to achieve our goals. We should collaborate with the private and voluntary sector providers on the basis of ability, identifying whoever can deliver outcomes most efficiently and effectively.

Starting from a position of strength

We should not forget that Jersey enjoys a considerable advantage over many other places, which are facing the same emerging challenges whilst burdened by significant unfunded debt.

Many other governments, for example, are imposing stringent cuts on their expenditure to tackle the large holes in their public finances. Their austerity programmes are not designed to eliminate these debts, but simply to stop them growing. Here, tax income is invested directly into service delivery, not paying interest on government debt.

Carrying on as before is simply not an option.

So what's the immediate plan?

The 2015-18 Strategic Plan has a three-year timescale and concentrates on the key priorities that the current Council believes will help build solid foundations for the future. This shorter term plan sets the strategic direction for detailed delivery plans.

Some difficult choices have to be made to focus on key areas where real progress must be made by 2018. For this term of office, five priority areas have been identified...

1. Improve health and wellbeing



Health is one of the top priorities because it sits at the heart of the Island's future funding challenge. Today, 14,000 Islanders are aged 65 or over. By 2035, this will increase to 28,000 - about one in four people. It's good news that we are living longer but an ageing society costs more. A person over the age of 65 typically uses four times more health care resource than an average adult.

The transformation of our health and care services is already underway. System redesign on the required scale requires significant investment but trying to prolong the current system would cost far more in the long term. It is vital that we see this change programme through, not only to keep pace with growing demand and ensure that services are safe and fit for the future, but also to deliver a health and care model that is financially sustainable. We also need to do more to prevent lifestyle generated illnesses creating unnecessary demand and costs.

2. Optimise economic growth



In order to fund emerging challenges, Jersey needs economic growth.

Jersey's economy grew by 5% in 2014, the first time our economy has grown since 2007. The Island now needs to step up a gear and prioritise actions that will deliver sustained economic growth. In particular, that means driving productivity improvements so the Island can generate better returns from its resources.

Productivity is about how well we use our available resources, land, people and capital, to produce goods and services. Increasing productivity can either produce more goods and services with the same amount of resources or achieve the same levels of production with fewer resources. Increased productivity is not about working longer but working smarter. It's about finding new and innovative ways to do things better. It is also the most likely way to achieve and sustain higher incomes for Islanders in the longer term.



3. Improve education



A focus on improving education outcomes for Jersey's young people is a priority. Jersey is internationally competitive because we have a highly skilled and experienced workforce. If we are to maintain that advantage and meet the needs of innovative and emerging sectors, our home-grown talent must be able to compete with the skills available elsewhere.

Between 1999 and 2009, Jersey children consistently out-performed their English counterparts in achieving five or more GCSEs at grades A*-C. Since then, Jersey's academic performance has plateaued and the Island has been overtaken. This is because the United Kingdom invested in education reform, aimed at improving standards and reducing educational inequalities. It is vital that we close the gap.

4. Regenerate St Helier



Islanders need a town centre to be proud of. Business leaders and skilled workers consider quality of life when deciding where to locate. We need to protect our beautiful natural environment while capitalising on a key asset that has so much more to offer: the town of St Helier.

The Council are developing a shared vision of the town's future that looks at everything from the design of public spaces and transport to improvements in housing. It is an exciting opportunity to create a high quality urban environment that people want to live, invest and work in.

5. Sustainable public finances



To fulfil its responsibility to ensure efficient and sustainable use of public funds, the Council of Ministers must take account of the economic outlook.

They need to be prudent and flexible in spending plans and ensure that savings and efficiencies are implemented. They should not increase public spending unless the additional outlay can be matched by savings or additional income.

How are we going to solve these challenges?

Globally, governments are under increasing pressure to deliver results that matter to their populations.

The only way to secure Jersey's future and make a positive difference to Islanders' lives is through change.

The Investment and Savings programme

The States of Jersey, like most other governments, has seen tax revenues challenged because of the global economic downturn. We are at the start of our financial challenge, which won't be resolved in the next few years, but significant shifts can be made within the period.

We start from a position of considerable strength, with little debt, significant reserves and a proven track record of fiscal discipline. To ensure Jersey's continued prosperity, we need to preserve our strong public finances and make sure we invest in the right areas. Priority investment areas have been identified that include health, education, St Helier and the economy.

As outlined in the Medium Term Financial Plan, by 2019, Health and Social Services will be receiving almost £40 million annual growth funding and education will be receiving £11 million. £168 million has been allocated to capital projects between 2016 and 2019. We are also investing in our town and in projects that will improve economic growth and productivity.

This funding for priority areas has been achieved by increasing productivity and efficiency, reducing costs, reprioritising our spending and introducing some user pays charges. They include a new health charge and a user pays liquid and solid waste charge.

However, before any new public charges are developed, we need to ensure we are delivering real savings across the States of Jersey and are offering services in an effective and efficient manner. This is where public sector reform comes into play.

All areas of public services need to meet the challenges of the financial, technological and demographic climate in the future. Reforming public services is a long term journey and one which will be present in the Island for years to come.

10.

We have to ensure the organisation is working at its optimum level and rethink how we provide services.

Reforming the public sector

Public services will play a fundamental role in Jersey's future, but they must adapt if we are to successfully meet the challenges that lie ahead. Public sector reform is about enabling change in the way we provide services, ensuring employees are empowered to shape services that best meet Islanders' needs.

We have to ensure the organisation is working at its optimum level and rethink how we provide services. We need to deliver the long term goals, while at the same time being agile enough to deploy resources and effort to respond to short term priorities. This requires a new way of delivering change which will feel unfamiliar to many of us, but which is essential to reshape the organisation and meet the future needs of the Island.

Workstreams - areas that underpin reform...

To ensure we deliver the public sector reform programme, a number of areas or so called 'workstreams' have been identified for review to enable long term change. They are detailed over the next pages.



People, culture and values

An organisation is only as strong as its people. Jersey's public services should be the place where people who share a passion for their Island work. We should have the right mindset and work together to get results for the people of Jersey.

Values

Our corporate values have been defined to provide guidance and motivation on how we interact with the public and each other. They are...

- **Customer focus**

We should never forget that we are here to serve the public, develop services to meet their needs efficiently, and provide value for money.

- **Constantly improving**

We should always aim to be better, challenge habits and learn from mistakes.

- **Better together**

We should work across boundaries and departments to deliver a better future for Jersey.

- **Always respectful**

We should care about people as individuals and always treat them with respect.

- **We deliver**

We should take responsibility, act responsibly and always do what we say.



Employee voice (engagement)

The ability to feed your views back is crucial to ensure everyone is involved in developing as well as delivering innovative ways of providing public services.

There are lots of opportunities to communicate feedback, including surveys, focus groups, staff briefings, consultation sessions and staff events.

Developing and nurturing positive union relationships is also a key component of engagement.

Leadership

To succeed, we need great leaders. A new leadership development programme has been created to equip managers with the skills required to address future challenges and deliver high quality public services.

These essential leadership principles are grouped into five areas...

- **Inspiring connectors**

Leaders should be engaging, great communicators and listeners, authentic and open, and respectful to others.

- **Ambassadors for change**

Leaders should advocate change, be resilient and agile, drive continuous improvement, be courageous and bold.

- **Agile decision makers**

Leaders should do things for the right reasons, empower others to make independent decisions and be accountable.

- **People leaders**

Leaders should motivate and support others, nurture talent, and be aware of their own strengths and areas needing development.

- **Performance driver**

Leaders should be focused on outcomes, effective and efficient, work smarter not harder, and set and deliver ambitious goals for themselves and others.

We should never forget that we are here to serve the public, develop services to meet their needs efficiently, and provide value for money.

Workforce modernisation

Creating a fairer and more unified way to recognise and reward employees is a fundamental aim of the workforce modernisation programme.

This is a significant and broad piece of work spanning five main projects:

- **Pay and reward** - ensuring we have a framework that is fair, transparent, sustainable and based on equal pay for work of equal value.
- **Job evaluation** - creating a job evaluation tool that allows comparison of roles across different pay groups to create fairness.
- **Performance management** - introducing a merit-based performance scheme to inform how progression is made through the pay structure.
- **Policies and terms and conditions** - to update outdated terms and practices to make them more transparent and allow individuals to work across departments.
- **Employee relations framework** (a partnership with trade unions) - updating our working practices with our unions.



Office modernisation

We are reviewing how we configure our offices to ensure we are best set up to support the ongoing delivery of services to Islanders.

Our aim is to bring employees and services together to facilitate closer working and support the creation of a more seamless customer experience. While the focus is on the benefit to Islanders, office improvement measures also provide opportunities for greater efficiency and cost savings.

We also need to make the best use of technology to support our evolution.

Continuous improvement and Lean

Continuous improvement means we consistently strive to review and better our services. It is a process which, in the long term, achieves:

- **Customer focus**
- **Enhanced quality of service delivery**
- **Simplified processes and procedures**
- **A change in attitude**

Lean is a methodology which provides tools to drive change and puts the customer at the heart of service design. It creates a culture of continuous improvement, enabling all of us to get involved, and tracks the benefits and improvements we make as part of the process.

Our aim is to bring employees and services together to facilitate closer working and support the creation of a more seamless customer experience.

eGovernment (eGov)

The eGov programme moves the States of Jersey towards a model of delivering services that are customer-led and use technology for a better user experience.

It encourages us to think less about departments and teams, and more about the customer and how we deliver services to meet an individual's needs.

eGov enables inter-departmental working and will help position the States as a progressive and forward-thinking government.

Regulation

The Regulation workstream was set up to challenge and change laws that inhibit innovation and modernisation.

Regulation ensures that an environment exists which allows decisions to be made with confidence and properly protects our community. Regulation, however, should be appropriate and not overly cumbersome. There should always be a discussion as to what is regulated, the level of regulation, and how that regulation occurs.

We are in the process of asking questions such as what do we regulate, can we reduce regulation or regulate differently, and how can we remove duplication to benefit the customer and reduce cost.

Service redesign

Enabled by the workstreams, we have an opportunity to also improve through innovation and transforming traditional methods of service delivery around the needs of people.

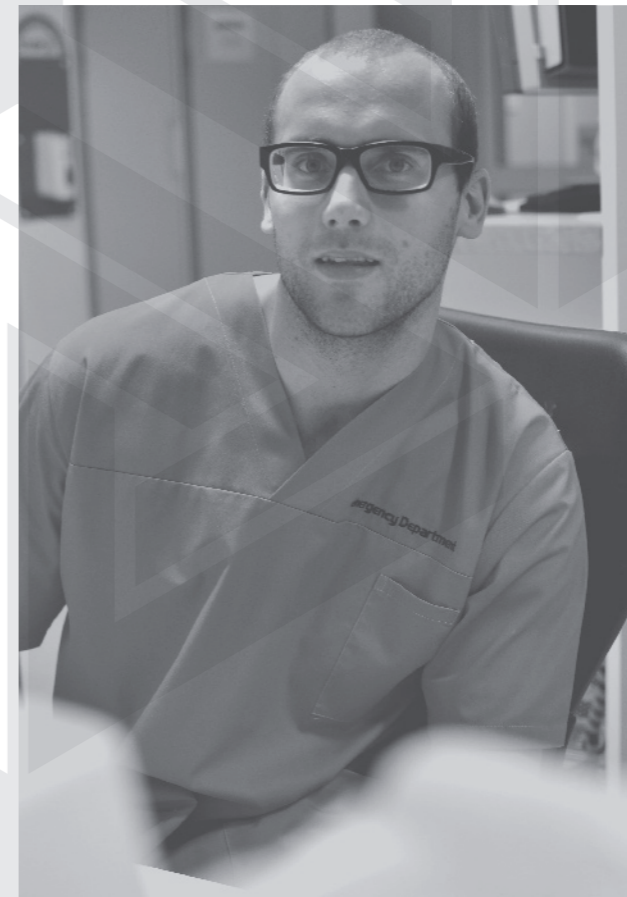
We need to explore a range of alternative business models, such as integration, shared services and joint ventures, as well as developing new commissioning and procurement tools. Another key part of service redesign is how we use, deliver and interpret technology and data.

We also have to be continually forward-thinking and identify the skills we need, both now and in the future.

Service redesign in action:

- A new primary care model has been set out for Health and Social Services. Its main aim is to get more services out into the community and to ensure that people only come into hospital if they really need to. This means linking up more formally with service providers, such as local charities, as we recognise their specialist knowledge in many areas. We also need a sustainable funding mechanism.
- The Ports of Jersey have been incorporated, allowing greater commercial freedom to drive revenue growth from new initiatives. This will guarantee their long term sustainability without the need for States subsidy.
- We have transformed social housing with the incorporation of the housing department and its housing stock into Andium Homes; a financially sustainable model providing enough social housing for those in need.

We also have to be continually forward-thinking and identify the skills we need, both now and in the future.



We have an opportunity to also improve through innovation and transforming traditional methods of service delivery around the needs of people.



Securing Jersey's future

Jersey - a great place to live, work and raise a family. It might sound a bit simple but that's actually the crux of what Islanders want. And we need to make sure this remains the case.

We provide services that make a difference to people's daily lives and will play our part ensuring our Island has a bright future.

As an organisation that is key to delivery of Jersey's long term community, economic and environmental goals, and the front line provider of services upon which Islanders rely, we must be ambitious. Jersey's public services should literally stand out from the crowd in the eyes of residents, businesses and those looking to invest or move to the Island.

In essence, the services we deliver in Jersey are similar to those in other places. What makes us different is not what we do, but how we are able to do it. Sitting at the heart of our community, the way in which our services can engage with residents and businesses and respond to their changing needs can be an invaluable part of what Jersey has to offer. How we engage with residents and businesses and respond to their needs should be an invaluable part of what Jersey has to offer. Together, we can make this excellence a reality.

The challenge ahead may feel unsettling, but a government that isn't changing is simply failing and going backwards. Islanders need to see the States of Jersey prioritising the right things that make the biggest difference to their lives.

There are likely to be some tough times ahead, but, by facing the challenges, managing the threats and evolving, we can ensure Jersey's success continues for the long term. Let's keep Jersey special for future generations.

What makes us different is not what we do, but how we are able to do it.

